Commanders' Discussion: RDECOM/MSC Roles, Responsibilities and Operational Relationships

27 Jan 04

Current Environment: Roles/Responsibilities

Commanders' Discussion

Current Environment: Roles/Responsibilities and Relationships

HQ AMC Guidance*

- **General Guidance**

  - **RDECOM provides science and engineering services for developing, acquiring, supporting and disposing of Army materiel; conducts S&T, engineering development, systems engineering, engineering support of deployed materiel and its modernization**
  - **Engineers that are co-located with depot or arsenals are not part of RDECOM**
  - **Permanent Orders, establishing RDECOM on a provisional basis, directed that RDECs fall under operational control of RDECOM**
  - **To execute current mission, the RDE Command (PROV) must have full control over the organizations responsible to direct execution of programs/funding; need one clear line of authority**
  - **CG RDECOM establish and document the rating sequence by signature with MSC CDRS; work to provide clear lines of responsibility**

- **AMC GUIDANCE:**
  (1) CG AMC Decision Paper, 30 Jan 03, subject: RDE Command OPCON Decisions
  (2) HQ AMC FY05-09 POM Instructions (Chapter 6)

Commanders' Discussion

Current Environment: Roles/Responsibilities and Relationships

HQ AMC Guidance*

- **What Realigned . . . <u>now</u> the responsibility of RDECOM**

  - **TARDEC, ARDEC, AMRDEC (less 31 spaces at Langley) and CERDEC**
  - **A portion of CECOM's Software Engineering Center (SEC) - - government workforce supporting tactical/strategic portions of C4ISR enterprise and a portion of the workforce supporting DA/HQ AMC CIO/G6 mission; transfer of software engineering includes the PPSS performed by SEC**
  - **CECOM LRC sustainment engineers**
  - **RDTE budget staff from AMCOM, TACOM, and CECOM**
  - **CIPO (formerly CECOM's)**
  - **All RDTE funding and manpower except for Army Explosives Safety Management and Conventional Ammunition Demilitarization**

*** <u>AMC GUIDANCE</u>:**

(1) HQ AMC Memorandum, 23 Jul 03, subject: Transfer of Functions from CECOM to RDECOM
(2) AMC G-8 Email, 14 Feb 03, to MSC RMs, subject: RDECOM Realignments
(3) HQ AMC FY05-09 POM Instructions: AMC G8 email, 25 Oct 02 (initial instruction); Change updates followed via AMC G8 emails, 4 Nov 03, Change 1 through 5 Jan 03, Change 8)

Commanders' Discussion

Current Environment: Roles/Responsibilities and Relationships

HQ AMC Guidance*

- **Matrix Support Relationship: MSCs' Support to RDECs (FY04 Guidance)**

  - **If RDECs (including involved SEC and LRC personnel) were receiving support free, support remains non-reimbursable**

  - **If RDECs (including SEC and LRC) were paying for some or all matrix support, those support services remain reimbursable**

  - **Examples of matrix support from the MSCs includes (but not limited to) financial accounting, acquisition, legal, small business**

*** AMC GUIDANCE:**

(1) HQ AMC FY05-09 POM Instructions: AMC G8 email, 25 Oct 02 (initial instruction);

Change updates followed via AMC G8 Emails, 4 Nov 03, Change 1 through 5 Jan 03, Change 8

Commanders' Discussion

Current Environment: Roles/Responsibilities and Relationships

HQ AMC Guidance*

atrix Support: RDECOM Support to the Other AMC MSCs and Operational Relationships

- **RDECOM will provide organic, sustainment engineering services to commodity commands via matrix support**
  - **PPSS services are provided to commodity commands on reimbursable basis**
  - **Commodity commands will negotiate with RDECOM on the amount of sustainment engineering effort (workyears/cost)**
  - **Commodity MSCs plan, program, and budget sustainment engineering funding requirements; organic manpower are assigned to RDECOM**
  - **RDECOM programs sustainment engineering manpower requirements**
  - **HQ AMC distributes organic funding authority to RDECOM**

- **RDECOM will develop an obligation plan to support commodity command requirements;**
  - **track/report variances**

* **AMC GUIDANCE:**

(1) HQ AMC Memorandum, 23 Jul 03, subject: Transfer of Functions from CECOM to R
(2) AMC G-8 Memorandum, 11 Jul 03, subject: OMA Sustainment Funding for Enginee Support
(3) AMC G-8 Email to MSC RMs, 14 Feb 03, subject: RDECOM Realignments
(4) AMC G-8 Email to MSC CDRS, 10 Feb 03, subject: AMC Realignment Decisions
(5) HQ AMC FY05-09 POM Instructions: AMC G8 email, 25 Oct 02 (initial instruction)

Commanders' Discussion

Current Environment: Roles/Responsibilities and Relationships

HQ AMC Guidance*

- **Matrix Support: RDECOM Support to the Other AMC MSCs and Operational Relationships**

CONTINUED . . .

- **Commodity MSCs will track RDECOM's progress in executing the Commodity MSCs' programs**
- **Unexecuted support (funding) will be returned to the Commodity MSC; Command MSC approval is required for RDECOM cross-leveling of funds**
- **AMCOM retains responsibility for the air worthiness mission ; RDECOM's AMRDEC will perform the work**
  - **AMCOM will plan and program funding requirements**
  - **In execution year, direct funds will be provided to RDECOM via FAD; RDECOM spaces coded Direct**

* **AMC GUIDANCE:**

HQ AMC FY06-11 POM Instructions: AMC G8 email, 7 Nov 03 (initial instruction)

Commanders' Discussion
RDECOM/MSCs' Roles, Responsibilities and Relationships

Topics For Discussion

- **Mission Statement for RDECOM**
- **Clarification of Product Line Commands' Role**
- **Clarification of RDEC's Relationship with Product Line Commands**
- **Misaligned Spaces**

Mission Statement for RDECOM

Commanders' Discussion
RDECOM/MSCs' Roles, Responsibilities and Relationships

RDECOM Mission Statement:

Provide the right technologies to warfighters faster.

****Replace with: "Get the right technologies into the hands of**

Warfighters quicker." - RDECOM

RDECOM provides technologies to system developers, PEOs/PMs and system integrators, the AMC MSCs (AMCOM, CECOM, TACOM, and AFSC/JMC).

Clarification of Product Line Commands' Role

Commanders' Discussion

ISSUE: Product Line Commands' Role

RDECOM Decision Paper: **"The MSCs are the integrators of technologies into fielded systems and provide for the sustainment and readiness of those systems for the Army."**

Commodity Command Views/Positions:

CECOM: **Must also recognize the Product Line Commands' mission/role to (1) provide horizontal integration of the commodity across the life cycle and commodity Weapons Systems and/or systems of systems integration and (2) act as "single belly button" to the field and customers across DOD.**

TACOM: **Must also recognize Product Line Commander as "focal point for all activities affecting that product line" (whether the activity is performed in RDECOM, AFSC, present Product Line Commands or even in the PEO community).**

CG AMC Decision:

All of the above describe Product Line Commands' Mission/Role

CONCUR _____ NON-CONCUR _____

Clarification of RDEC's Relationship with Product Line Commands

Commanders' Discussion

SSUE: Clarification of RDECs' Relationship v

Product Line Commands

RDECOM Position (As defined in RDECOM Decision Paper)

- RDECOM and the other AMC MSCs' operational relationships are mutually dependent; requires close collaboration
- Use individual MOAs between RDECOM RDECs and their former MSCs to define specific suppor responsibilities and relationships (as needs vary by command and location); MOAs will fully support decisions and directions previously issued by HQ AMC **[Specific MOAs are being negotiated with each MSC for support services. Good progress is being made] - RDECOM

CECOM View: Need capstone document with general guidelines/operational relationship for RDECs/MSCs

TACOM View: Need guiding principles captured in either a capstone document or consistent capture in individual RDEC/MSC MOAs (Examples: Product Line commander as focal point for all activiti affecting the product line; standard procedure for funding sustainment engineers)

Decisions Needed:

- Are the use of individual/tailored MOAs between RDECOM RDECs and the Product Line Commands sufficient for documenting the roles and relationships?
- Is any capstone document needed? If so, what must it address?

CG AMC Decision:

Misaligned Spaces

Commanders' Discussion - ISSUE: Misaligned Spaces

Issue: Misaligned spaces identified, current issues:

- **ALL 800 Series personnel positions transfer to RDECOM?**
  - **Maintenance and/or production engineering? (AMCOM Concept Plan with objective of transferring aviation maintenance engineering functions/personnel/TDA spaces to RDEC)**
  - **Consider the function/duties of the individual, as well as, 800 series?**

Decisions Needed:

- **Do we want standardization with regard to decisions concerning positions transferred to RDECOM? How best to implement?**
  ****[Positions transferred to RDECOM should be CP-16 S&E's only – realign all other positions back to MSC] - RDECOM**
- **Is there a need to establish a team and/or independent study to properly and consistently apply all functions and spaces as proposed by CECOM and TACOM? _**

CG AMC Decision:

SES Rating Scheme

Commanders' Discussion

ISSUE: Rating Scheme for RDECOM SESs

- **RDECOM's SES personnel manage the entire spectrum of the RDECOM mission/functions from basic research through engineering support to fielded systems; key customers are PEOs/PMs, other MSCs, other services and other government agencies**

- ***RDECOM's position* on the rating of RDECOM SES's and bonus pay pool (AMC G-1 concurs):**
  - **All RDECOM SES personnel be rated within RDECOM**
  - **Other MSC Commanders have Letter Input for certain RDECOM personnel critical to MSC mission**
  - **Command and control should be retained by RDECOM; letter input allows MSC commanders influence over the RDECs**
  - **All RDECOM SESs are in the RDECOM bonus pay pool**

- ***Considerations (based on AMCOM, CECOM, TACOM Concerns)***
  - **Does Letter Input provide sufficient influence/control over critical aspects of Product Line CDRS' mission and recognize Product Line commander as responsible for success of assigned systems?**
  - **Do local RDEC SES personnel (below Tech Dir) need to be part of the local MSC bonus pool to reinforce the Product Line "community?"**

CG AMC Decision:

RDECOM SES Rating Scheme

Matrix shows RDECOM/MSC Views on Rating of RDEC

RDECOM SES Position	Rater	Senior Rater	Conduct Perf Review Board & Pay Pool	Comment
Deputy to the CDR	RDECOM: RDECOM CG	RDECOM CG	RDECOM	
RDEC Directors/ Tech Directors	RDECOM: RDECOM Dep to CDR Other MSCs: MSC CDRs	RDECOM CG (All agree)	RDECOM (All agree)	MSC CDRs Have LTR Inpu
RDEC SES Positions below Dir/Tech Dir	RDEC Director	RDECOM: RDECOM Dep to CDR AMCOM/TACOM: MSC CDR	RDECOM/AMCOM: RDECOM TACOM: MSCs'	
Directors of ECBC, NSC, ARL, RMAC, & STTC	RDECOM Dep to CDR	RDECOM CG	RDECOM	
AMSAA Director	RDECOM CG	CG AMC	RDECOM	
AMSAA Tech Director	AMSAA Director	RDECOM Dep to CDR	RDECOM	

NOTE: Blocks highlighted in yellow indicate positions for which there ar differing views

BACK-UP Slides

TDA Transfer Issues: Misaligned Spaces
BACKUP SLIDE

ISSUE: Are there misaligned spaces moved from the Commodity Commands to RDECOM

AMCOM: ***No misaligned*** **TDA spaces resulting from the transfer of AMRDEC to RDECOM**

TACOM:

- **Assign personnel in below mission areas (across the board) to SSC for commonality of best business practice; matrix these personnel back to the organizations they support:**
  - **All contracting**
  - **All non-AMMO logistics**
  - **All non-AMMO Industrial Base**

- **MSCs don't have visibility into the overall AMC TDA databases to allow a comprehensive picture of the extent of misaligned spaces within AMC.**

RECOMMENDATION: Establish teams of subject matter experts, manpower experts, and